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DTR-4434

22 January 1969

MEMORANDUM FOR: Chief, Operations School

SUBJECT : Participation in COS Conferences

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1. I think you will agree with my impression that few officers in the Clandestine Services are fully aware of the scope and nature of Headquarters Training activities. Many do not understand how we fit into OTR and the Operations School, and some have only a dim notion of how our functions [redacted] are complementary.

(That OTR is part of the Agency does seem to have gained pretty wide understanding and acceptance.) The DDP/TRO and some other CS training officers are very helpful in acting as liaison officers of sorts, and we use our personal contacts within the CS, of course, as needed. Nevertheless, more needs to be done, I believe, in making the CS, including field personnel, better informed about Headquarters Training, especially as we start to explore the possibility of a consolidated mid-career operations course.

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2. We have talked about the opportunity to get from returning COS's their observations on operational problems and case officer performance that suggest training gaps or different approaches to training. A modest start in this direction has been made by informal discussions with a couple of recent returnees, but I believe we have an opportunity to accomplish the same thing more efficiently. There is a WH COS Conference scheduled for March, and FE will have one in April, both [redacted]. I recommend that arrangements be made for a presentation at these conferences (a) to explain the training now offered by HT, (b) to elicit COS views on the concept of an integrated mid-career operations course, and (c) to urge each COS to bear in mind the need to evaluate training in terms of the operational activity of Station personnel (for example, what group of officers are in a better position to comment on the value of the COS Seminar as now structured than a collection of COS's?)

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3. Depending on the results of our participation in the WH and FE conferences we could try the same approach with other area divisions, provided they also have regularly scheduled COS conferences.

4. This is not a question of briefing for briefing sake or of advertising Headquarters Training or the Operations School. We have plenty of business as it is. But a session with a group of COS's would seem to be one more way, with a small investment in time and money, to evaluate our current programs and help us focus on new ones.

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[REDACTED]
Chief, Headquarters Training

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Remarks:

Today I discussed this proposal with [REDACTED], C/7E, who immediately liked and bought the idea saying he would insert the DTR ab a time closer to the scheduled 7E/COS Conf. (Oct '70) This will probably require some follow-up on our part.

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